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# MIDCAREER

What training would be best for those at the midcareer level in CIA? What, in addition to the experience and training they already have, will improve their performance and develop their ability to assume greater responsibilities? What courses answer their needs?

These **A New** questions have been much discussed in the Office of Training and other parts of the Agency. Headquarters [redacted] of last March is at least a partial answer. This notice establishes the principle that there should be a formal training program for selected employees at mid-career, primarily but not exclusively GS-13's. It is the sense of this notice that the experience, accomplishments, **Program** and potential of each employee at this level should be critically evaluated. Where appropriate, according to the notice, a program of training, to be spread out over several years, will be planned—a program which will assure maximum opportunity for the individual and greatest use of his talents by the Agency. This program should be tailored to the individual officer's needs, taking into consideration his prior experience and training and probable future development and responsibilities. It will, of course, be subject to periodic review and modification.

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The in-**for Agency** initiative and responsibility in this matter, as in any other question of an individual's training, belong to the Deputy Directors and Heads of Career Services, working through Training Officers. However, each officer at this mid-career level should **Personnel** think out for himself what are his hopes, his ambitions, his plans for his Agency career. Having done this, he will be ready to work out in consultation with the Training Officer of the Component a training program which will help advance those ambitions and plans. Before doing this, he will have considered the courses,

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either OTR courses or others available outside the Agency, in which he is interested and which will aid him to achieve the goals he has set and to increase his potential in the Agency. Approval of the planned training will be a function of his Career Board, as will scheduling of approved training to interfere as little as possible with his work and the plans of his office.

Each approved program will include attendance at a basic course conducted by the Office of Training. This six-week course is considered the "core" of the midcareer program. It is not a prerequisite for any other courses planned in an individual's program, but must be a part of each individual's plan. While other courses are parts of an officer's midcareer program, none of them may be substituted for any part of the Agency "core".

The purpose of the basic course is to broaden an Agency officer's knowledge of the intelligence business; nothing about the course is designed to add or increase specific skills. To accomplish this aim, a common block of courses will be given to all:

a) a review of the responsibilities of all major Agency components, including collection, estimative reporting, covert action, field station activities, paramilitary action, communications, administration of the Agency's resources, Agency participation in the NSC. (This course lasts five days, is given at [redacted] and includes lectures, discussions, and demonstrations)

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b) an analysis of management problems encountered in the Agency and other Government organizations (seven days, given at [redacted] through case studies, films, and lectures on such topics as communication, leadership, human relations, behaviour, and motivation).

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SECRET

SECRET

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c) a study of the roles of the various elements of the Federal Government which are concerned with foreign affairs (two weeks, given at and by the Brookings Institute in Washington).

d) lectures and discussions on political, military, and scientific developments -- events, influences, intentions, and strategies in the Bloc and in the West; the Sino-Soviet rift; the United Nations; problems of underdeveloped countries -- presented by outside guest speakers and Agency officials (two weeks, given at the new OTR headquarters in the Broyhill Building, Arlington, Va.).

Initially, 30 students will be enrolled in each course on the basis of quotas established for each Directorate. Each group will be made up of officers from each of the Components; one of the greatest values of the course is expected to be this meeting, talking, and exchanging of viewpoints by officers representing the different types of work done in the Agency.

The first "core" course will be given from 7 October through 15 November 1963. The same course will be given again starting 13 January, and again in the Spring, starting 13 April. Registration will be handled as for other OTR courses, i. e., a Form 73 should be sent to the Registrar Staff for each candidate.

SECRET

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# Senior Seminar in Foreign Policy

Until Congress decides to establish a National Academy of Foreign Affairs, the Department of State's Foreign Service Institute will probably continue to be the closest thing to such an academy, with emphasis, of course, on training Department of State personnel, with considerable dependence on other institutions to furnish instruction not given at FSI, and with strong emphasis on language and area courses.

Among the courses offered at FSI, the highest level full-time training program in the field of foreign affairs and foreign policy is the Senior Seminar in Foreign Policy. This advanced course is an intensive period of preparation for senior executive positions; it assumes

that most of the Seminar participants will eventually be in important positions in the foreign policy making organs of the government. The

aims of the Senior Seminar are to provide the intellectual framework for a free and vigorous inquiry into some of the complexities of foreign affairs, and to stimulate these officers in the direction of creative thought and judgment.

# FSI

